

2015

Office of Economic Development Business Plan



City of Sugar Land

OFFICE OF ECONOMIC DEVELOPMENT BUSINESS PLAN

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OFFICE OF ECONOMIC DEVELOPMENT

2015 BUSINESS PLAN

EXECUTIVE SUMMARY

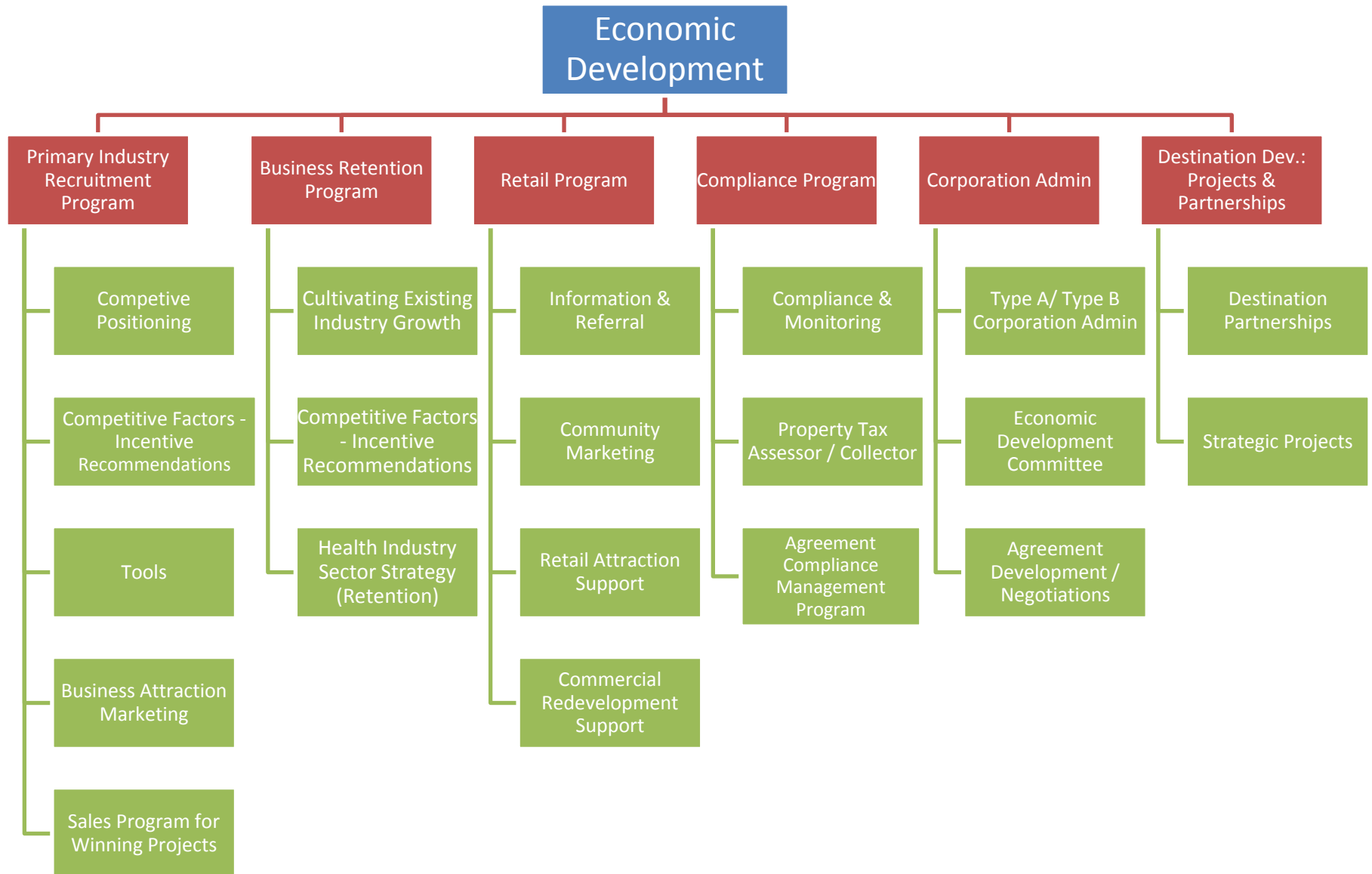
The Office of Economic Development is responsible for a wide range of programs and services in order to create a regional business center of excellence, to sustain a strong local economy, to create destination activity centers, and to create a beautiful community. These goals are achieved under the Primary Industry Recruitment, Business Retention, Retail, Compliance & Monitoring, Corporation Administration and Strategic Projects programs. The Office of Economic Development Business Plan is based on the Economic Development Plan: 5-Year Strategic Roadmap 2011-2016, as approved by Council in May 2011.

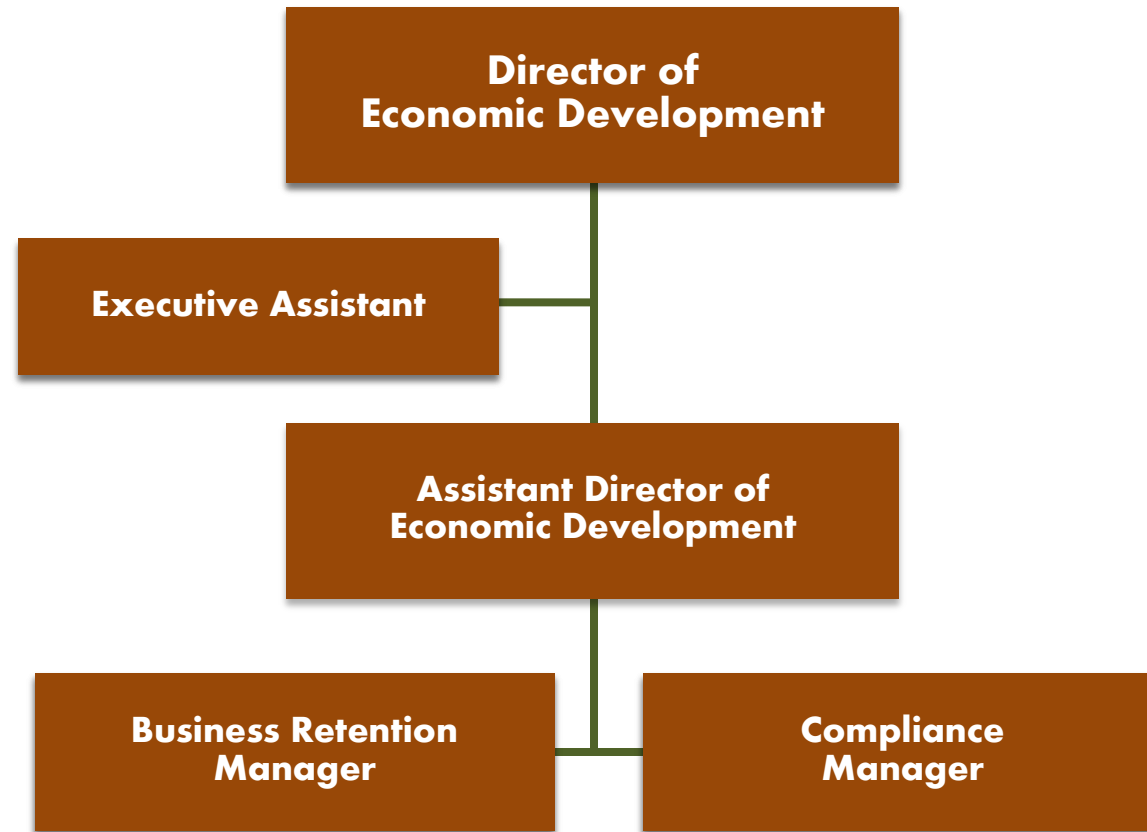
MISSION STATEMENT

The mission of the City of Sugar Land's Office of Economic Development is to facilitate, through the use of appropriate resources, the creation of a sustainable business environment that promotes a consistent, quality economy that enhances the standard of living for our residents and to provide the necessary financial resources for the City of Sugar Land through an expanded and diversified tax base.

ORGANIZATIONAL & FUNCTIONAL STRUCTURE

This section should illustrate how the services are delivered within the programs of the department. There is no need to list positions or names in this chart.





2015 STRATEGIC PROJECTS

CURRENT DEPARTMENT LED PROJECTS AND INITIATIVES

Development of an External City Marketing Program

Implementation of Performing Arts Center Planning & Development

Planning for Possible Future Hotel Conference Center

Implementation of City Retail Study

Partnership with UHSL to Support Entrepreneurialism

PROJECTS IN WHICH DEPARTMENT IS A TEAM MEMBER

Development Planning & Feasibility of Future Business Park

Development of an External City Marketing Program

Public Education & Community Involvement Best Practices

Implementation of Imperial Redevelopment Agreement

Telfair Tract 5 Development Planning

University Boulevard North Extension Planning

Update Chapter 6 (Land Use Plan) of the Comprehensive Plan

Partnership with UHSL to Support Entrepreneurialism

Implementation of Performing Arts Center Planning & Development

Planning for Possible Future Hotel Conference Center

Implementation of the Pedestrian and Bicycle Master Plan

Development of a Policy for Construction Project Notifications

Commercial Redevelopment Policy & Program Development

Public Art Plan

2015 PROGRAM OF SERVICES

PROGRAM 1: PRIMARY INDUSTRY RECRUITMENT PROGRAM

PROGRAM SUMMARY

The goal of the primary industry recruitment program is to strengthen Sugar Land as a business center of excellence through the attraction and expansion of targeted businesses that provide high quality jobs for our community's residents.

In order to present Sugar Land in a competitive manner that is relevant, it is important to understand our target audiences' points of view and shape a compelling message for marketing and sales efforts that will resonate with our prospects.

In 2011, the Sugar Land City Council approved a 5-Year Strategic Roadmap for Economic Development that included the establishment of a Target Industry Analysis to identify recommended business sector targets for recruitment efforts. These industry sectors include primary industries of financial services, health care, corporate headquarters, pharmaceuticals, scientific and medical instruments, other research activities, and energy industry suppliers. In addition to company targeting, other target audiences for Sugar Land are "key influencers" such as site selection consultants, real estate brokers, real estate developers, incentive consultants and tax advisors.

SERVICES AND SERVICE LEVELS

Service 1: Competitive Positioning

Focusing on target's needs and issues will set Sugar Land apart from the competition to capture attention, leading to increased awareness of Sugar Land, more leads generated and ultimately more deals won. This information is the foundation for the sales and marketing program.

ACTIVITY 1

Key Message Platform:

- *Update and/or create key messages as they relate to recruitment, retention and quality of life.*
- *Utilize key messages consistently in all marketing and sales materials and programs.*

ACTIVITY 2

Research: *Research and develop annual data materials for proposals, website and marketing materials and conduct ongoing research on targeted industries to include Google alerts, industry website reviews, follow industry leaders and bloggers via social media, and compile industry terms and issues to better craft industry specific messages.*

Service 2: Competitive Factors - Incentive Recommendations

Sugar Land's competitors are continually changing and improving; Sugar Land must be on the track of continual improvement too. Regardless of Sugar Land's current strengths, there are areas that could be improved to make the City's competitive advantage even stronger. In addition to improving basic site selection factors, there is opportunity to fortify Sugar Land's leadership as a cutting-edge community within the Houston region with new initiatives for sustainability.

ACTIVITY 1

Future Business Park:

- *Monitor prison closing status and conduct planning for business park feasibility, environmental scans, and platting.*
- *Procure rights to land or solicit developer.*
- *Assist with infrastructure, road development and site marketing.*

ACTIVITY 2

Incentives:

- *Continue to utilize the City's economic development incentive policy for determining projects of merit and communicating our position for cash incentives and tax abatements.*
- *Develop creative incentive offerings by packaging non-cash incentives, such as speed through the development process and other services, as well as coordinating potential non-city resources (utility incentives, energy efficiency incentives, coupons from local retailers and service providers to encourage local B2B, etc.)*

Service 3: Tools

To increase the number of leads and local business outreach visits, it will be important to dedicate appropriate resources and work efficiently. With the use of communication, tracking and data analysis tools, and thoughtful collateral materials, Sugar Land will be equipped to more effectively carry out business attraction, retention and expansion programs.

ACTIVITY 1

Economic Development Website: *Use to present key messages and data; update at least monthly to optimize search engine results.*

ACTIVITY 2

Communication Tools:

- *Implement electronic messaging software for monthly, quarterly and/or yearly publications such as newsletters and reports.*
- *Establish social media tools/accounts to include: a social media policy for Economic Development activities, LinkedIn office and staff, Facebook and Twitter accounts.*

ACTIVITY 3

Analysis Models:

- *Comparative operating costs analysis model to prove Sugar Land's cost advantages compared to other cities.*
- *Economic and fiscal impact analysis to determine return on investment for incentives and comprehensive evaluation of projects.*

ACTIVITY 4

Collateral:

- *Update and generate an aerial map.*
- *Generate/update a concise family of collateral to include an Economic Development Guide, community profile sheet, tri-fold folder and PDF/PowerPoint templates.*
- *Develop an Economic Development graphic standards guide.*
- *Create a specific value proposition for each target industry by developing PDF files for "print on-demand" collateral with more information available on the website.*
- *Document and generate case studies of local businesses to illustrate their success in Sugar Land. Make these available as a PDF on the website as well as through email.*
- *International collateral – identify specific countries of interest and translate the community profile piece into that language.*

ACTIVITY 5

Lead Sources:

- *Gather lead information from site consultant lists, annual subscription for contacts from various sources and company lists.*

Service 4: Business Attraction Marketing

Sugar Land's annual volume of leads is comparably lower than more high-profile city economic development programs. Local leads will naturally come to Sugar Land as a result of its premier location in the Houston region. However, will these leads represent industries of interest to Sugar Land that contribute to the goal of providing high quality jobs for residents? It is important to influence how Sugar

Land is perceived in the minds of target audiences as a preferred location for specific industries. A strategic approach to maximize exposure through diverse channels will be necessary due to limited staff time for marketing. In addition, regional exposure should be increased to establish Sugar Land as the premier location in the Houston area for jobs, entertainment and quality of life.

ACTIVITY 1

Media:

- *Generate news releases to regional and state channels.*
- *Generate messages to local and national bloggers in the economic development field for community exposure.*
- *Create and propose a social media plan to utilize Facebook, LinkedIn and Twitter as a communication tool for the Office of Economic Development and the business activities that it is involved in.*

ACTIVITY 2

Advertising:

- *Research, subscribe and/or update all online economic development directories.*
- *Create a comparison report on all publications to determine ROI and establish the best practices for utilizing those publications. Revisit annually to re-align priorities for each year as they may change.*

ACTIVITY 3

Leverage Marketing:

- *Review the annual schedule of events and marketing programs of strategic partners to determine Sugar Land's involvement.*
- *Schedule and prioritize attendance at the beginning of each year.*
- *Leverage funds to increase frequency with Tourism where crossover audiences are identified.*

ACTIVITY 4

Industry Specific Campaigns:

- *Research a prospect list of companies that are in the targeted industries that have been identified for year.*
- *Generate and disperse direct and electronic communications to the prospect list.*
- *Prospecting calls/meetings, both domestically and internationally.*

ACTIVITY 5

Key Influencers – Regional Marketing:

- *Attend networking conferences to interact with regional site location consultants and brokers.*
- *Generate direct or electronic mail communication based specifically on site selector/broker preference.*

ACTIVITY 6

Key Influencers – National/International Marketing:

- *Attend networking conferences to interact with international site location consultants.*
- *Generate direct or electronic mail communication based specifically on site selector preference.*

Service 5: Sales Program for Winning Projects

Although Sugar Land has been successful with new business attraction, there is room to make the sales program more aggressive and proactive so that a greater percentage of leads convert into wins. Effective proposals and interactions with companies and key influencers not only pave the way for attracting more companies to Sugar Land; a successful sales program contributes to a positive reputation which results in more leads and attention as a place for successful business ventures.

If Sugar Land wants to compete effectively in the global economy, sales efforts should not be limited to within the US border. Also, since projects often take 24 to 36 months from the time of lead generation to transpire into a win, success requires a consistent effort with adequate dedicated resources.

ACTIVITY 1

Company Direct Sales:

- *Review past clients in portfolio and determine if they should be contacted; the economy is improving and decisions formerly put on hold may be reignited into active status.*
- *Conduct prospect intelligence to better understand needs, operations, current situation and future plans.*
- *Visit major prospects at current location or headquarters (US or international location) to better understand issues, needs and demonstrate Sugar Land's interest in their project. If a company is seriously considering Sugar Land, this strategic sales effort will make a positive impression about Sugar Land's business climate and sincere interest in recruiting the company.*
- *Develop customized proposals that make a compelling argument for a Sugar Land location decision.*

- *Plan, prepare and conduct site visits, engaging relevant economic development partners as a team to present and prove Sugar Land's business case for the specific company and project.*
- *Complete comprehensive due diligence and financial analysis for any incentive package and preparation for negotiations.*
- *Conduct exit interviews. Wins – for case studies and news releases. Losses – for weaknesses and areas of improvement.*

ACTIVITY 2

Key Influencer Sales Calls:

- *Schedule and conduct regular visits with regional brokers, based on prioritized list. These meetings could take two forms: (1) presentations to key broker offices during their sales meetings; (2) One-on-one informal meetings with top ten or twenty brokers in Houston metro area. Prioritize contacts based on alignment to Sugar Land's targets.*
- *Outbound visits to site selectors – scheduled with outbound meetings to existing business headquarters or parent companies, company prospect visits, Texas One marketing missions, Team Texas events, and networking or professional development conferences.*

SERVICE LEVEL EXPECTATIONS

Program 1: Primary Industry Program	
Service (Activity)	Service Level Expectation
Service 1: Competitive Positioning	
<i>Activity 1: Key Message Platform</i>	Generate 3 key messages as they relate to recruitment, retention and quality of life annually.
<i>Activity 2: Research</i>	Generate statistical information monthly (available properties, CoStar data, demographics).
Service 2: Competitive Factors - Incentive Recommendations	
<i>Activity 1: Future Business Park</i>	Monitor prison closing and disposition status monthly.
<i>Activity 2: Incentives</i>	Develop 3 case studies on successful incentive projects.
Service 3: Tools	

<i>Activity 1: Economic Development Website</i>	Update monthly to optimize search engine results and provide current data.
<i>Activity 2: Communication Tools</i>	Create a quarterly electronic newsletter to highlight department activities.
<i>Activity 3: Analysis Models</i>	Utilize Impact DataSource economic model to determine ROI and payback on incentive packages as needed.
<i>Activity 4: Collateral</i>	Create and publish City of Sugar Land aerial map for distribution.
<i>Activity 5: Lead Sources</i>	Gather information quarterly from site consultant lists, annual subscription for contacts from various sources and company lists.
Service 4: Business Attraction Marketing	
<i>Activity 1: Media</i>	Generate 5 news releases annually to regional and state channels. Generate a proposal for utilizing Facebook, LinkedIn and Twitter for Economic Development exposure.
<i>Activity 2: Advertising</i>	Publish ads in targeted local and national Economic Development publications.
<i>Activity 3: Leverage Marketing</i>	Partner with regional and state economic development allies (TexasOne, Team Texas, Greater Houston Partnership, CenterPoint Energy, Greater Fort Bend EDC) on marketing and events.
<i>Activity 4: Industry Specific Campaigns</i>	Prioritize target industries and conduct two campaigns annually aligned with current marketing efforts.
<i>Activity 5: Key Influencers – Regional Marketing</i>	Conduct 5 business development networking events with regional site selectors and brokers through the use of the Constellation Field City Suite.
<i>Activity 6: Key Influencers – National/International Marketing</i>	Attend networking conferences (Area Development, International Asset Management Council, TexasOne, CoreNet) to meet with and interact with site location consultants.
Service 5: Sales Program for Winning Projects	
<i>Activity 1: Company Direct Sales</i>	Visit major prospects at current location or headquarters to better understand issues and needs. Develop customized proposals for all prospect leads. Complete comprehensive due diligence and financial analysis for all incentive package proposals. Conduct exit interviews with consultants or decision makers to identify areas of weakness in responses and packages. Generate 2 direct corporate recruitment visits per year (dependent on company's willingness to meet).
<i>Activity 2: Key Influencer Sales Calls</i>	Schedule and conduct regular quarterly visits with regional brokers. Conduct presentations to key broker offices during sales meetings. Schedule one-on-one informal meetings with top ten brokers in Houston region annually. Conduct outbound visits to site selectors and existing business headquarters through TexasOne marketing missions and professional development conferences. Participate in 3 recruitment missions (Texas One, Opportunity Houston) per year.

PROGRAM 2: BUSINESS RETENTION PROGRAM

PROGRAM SUMMARY

Sugar Land has achieved a level of business concentration to be recognized as a Regional Employment Center. A strong business retention and expansion program is critical to demonstrate the City appreciates existing businesses. If they were to close or relocate, there would be a substantial negative impact on Sugar Land's economy. Local business expansions account for 70 to 80 percent of all new jobs in the United States. It is vital that the City continue to build relationships with local businesses in light of the fact that Sugar Land's businesses may be another community's business attraction target. The action items for this strategic initiative elevate the attention on local primary industry businesses and expand connections to resources for these local businesses.

SERVICES AND SERVICE LEVELS

Service 1: Cultivating Existing Industry Growth

The main objective of this service is to encourage retention and expansion of existing businesses and industries within the City. Activities entail mapping the assets of existing companies in Sugar Land, surveying of business needs, acting as business liaison between company and City departments, tours of company facilities for City Council and key staff, retention networking activities such as managing the hosting of companies at ballpark suite, distribution of tickets, business recognition events and other activities focused on Sugar Land businesses.

ACTIVITY 1

Research and Company Asset Mapping:

- *Gather information from company websites and other public sources.*
- *Record research findings in contact management system and business impact database.*
- *Track news and issues related to local operations in order to raise awareness of "red flags" or company successes.*
- *Develop case studies on successful projects and how the company provides positive impact to Sugar Land.*
- *Update Business Development Maps and reprint.*

ACTIVITY 2

Outreach Meetings:

- *Hold regularly scheduled meetings with major local businesses, Economic Development representatives, and City leadership to maintain open lines of communication.*
- *Develop and implement surveys to track needs, issues, and expansion opportunities of existing businesses.*
- *Document results, findings and any follow-up needed in contact management database.*

- *Provide monthly reports to City Leadership and Boards.*

ACTIVITY 3

Local Manager Roundtables:

- *Host regular meetings for business managers to discuss issues, concerns and build relationships with local business managers.*
- *Utilize social media to regularly communicate and share information.*

ACTIVITY 4

Training Partnerships:

- *Expand partnerships with University of Houston and Wharton County Junior College to engage business leaders for public speaking and teaching classes.*
- *Align training resources to support existing business operations.*

ACTIVITY 5

Business Recognition Program:

- *Recognize local businesses for job growth, sales growth, new products, employee programs, and sustainability initiatives.*
- *Issue news releases as necessary and update website news section.*
- *Develop case study on each company recognized.*
- *Utilize the City's baseball suite and field level tickets to recognize primary industry companies.*

ACTIVITY 6

Client Management:

- *Purchase, implement, and utilize contact management system and project tracking database for the department.*

Service 2: Competitive Factors - Incentive Recommendations

Sugar Land's competitors are continually changing and improving; Sugar Land must be on the track of continual improvement too. Regardless of Sugar Land's current strengths, there are areas that could be improved to make the City's competitive advantage even stronger. In addition to improving basic site selection factors, there is opportunity to fortify Sugar Land's leadership as a cutting-edge community within the Houston region with new initiatives for sustainability.

ACTIVITY 1

Development Process:

- *Develop flowchart illustrating steps of the entitlement process. Present on website and in proposals.*
- *Work with city departments to assist client (companies and developers) to streamline projects through the entitlement process.*
- *Develop and post flowcharts illustrating steps of the development process on the websites and in PDF format for proposals.*

ACTIVITY 2

Sustainability Initiatives:

- *Assemble business resources for helping companies implement sustainability practices, such as energy efficiency, sourcing “green” products, waste deferral, purchasing renewable energy, installing renewable energy generation equipment, water reuse, design and development, etc.*
- *Develop case studies about Sugar Land businesses that implement “green” practices.*
- *Identify LEED and Energy Star buildings located in Sugar Land. Note on available properties listings.*
- *Enhance internal transit opportunities within the City providing viable, first-class options for residents to live, work and move about in Sugar Land in a sustainable, “green” manner.*

Service 3: Health Industry Sector Strategy

Sugar Land is home to top-tier medical facilities and a multitude of local medical professionals interact and depend on this cluster. The City’s economic development efforts should not overlook this important high-paying and large employment sector. The nature of this sector requires a different economic development approach focused on industry-specific approaches, implemented by an employer-driven partnership of relevant systems and stakeholders. This approach relies on strong partnerships of employers and stakeholders to make informed decisions for solutions that will provide quality jobs and advancement opportunities for workers. In this way, sector strategies are more responsive to industry demand than traditional services because they are problem-solution oriented, not program oriented; address needs interdependently, not independently; and work with employers in an industry collectively, not as individual firms. This initiative crosses over business retention and attraction efforts.

ACTIVITY 1

Health Industry Cluster:

- *Work with local industry leaders to bring key people together.*
- *Conduct group listening sessions for medical stakeholders regarding their needs to remain competitive and opportunities to grow.*
- *Link efforts to other institutions and regional activities.*
- *Identify missing sectors for recruitment efforts.*
- *Engage education and workforce development representatives in the planning and training process.*

ACTIVITY 2

Group Communications: Utilize social media to connect Sugar Land Health Sector.

ACTIVITY 3

Position for Industry Leadership:

- Develop website for Sugar Land's Health Sector and present information on cluster components, initiatives and case studies.
- Encourage group members to blog articles related to medical industry in Sugar Land.

SERVICE LEVEL EXPECTATIONS

Program 2: Business Retention Program	
Service (Activity)	Service Level Expectation
Service 1: Cultivating Existing Industry Growth	
<i>Activity 1: Research and Company Asset Mapping</i>	Maintain information on top 50 primary and largest employers and update monthly or as information is received from business visits. Develop 20 business cases and post on website.
<i>Activity 2: Outreach Meetings</i>	Conduct 20 face-to-face business visits annually.
<i>Activity 3: Local Manager Roundtables</i>	Conduct two local manager roundtables annually.
<i>Activity 4: Training Partnerships</i>	Conduct one Labor Survey annually and integrate workforce training questions to produce gap analysis. Report findings and recommendations to Boards.
<i>Activity 5: Business Recognition Program</i>	Conduct one business recognition event annually. Utilize ticket allotments and City Suite for ongoing recognition of existing industries at ball park.
<i>Activity 6: Client Management</i>	Implement and utilize contact management and project tracking system for the department; update daily.
Service 2: Competitive Factors - Incentive Recommendations	
<i>Activity 1: Development Process</i>	Develop and post a flowchart illustrating the development process on the website and in PDF format.
<i>Activity 2: Sustainability Initiatives</i>	Develop 2 case studies on successful "green" projects.
Service 3: Health Industry Sector Strategy	

<i>Activity 1: Health Industry Cluster</i>	Conduct one group listening session of Sugar Land's medical stakeholders regarding their needs annually.
<i>Activity 2: Group Communications</i>	Create LinkedIn group for Sugar Land Health Sector.
<i>Activity 3: Position for Industry Leadership</i>	Develop webpage for Sugar Land Health Sector and update quarterly with success stories.

PROGRAM 3: RETAIL PROGRAM

PROGRAM SUMMARY

The overall goal of the Retail Program is to increase retail sales tax revenues by providing support services for retail business retention and attraction.

By providing assistance to retail brokers and tenants to aid in the growth and retention of a robust retail business base we will increase sales tax revenues. Assistance includes acting as a data resource clearinghouse and as a liaison to other City departments as issues or challenges arise. Monitoring retail activity in an ever changing economy will be vitally important to keep up to date data available for retailer, brokers, and the citizens of Sugar Land. This effort falls directly in line with the City Council goal of ***Strong Local Economy***.

SERVICES AND SERVICE LEVELS

Service 1: Information & Referral

Quality retailers and aggressive commercial brokers need a one-stop information source when considering development or expansion in new markets. Decision-makers need quick and easy links to up-to-date critical information from demographics to available properties. Economic Development should be the lead source for maintaining this information and sending a unified message on retail opportunities in Sugar Land.

ACTIVITY 1

Demographic/Economic Trends: *Provide electronic data factsheets of key Sugar Land demographics, psychographics, sales per sq. ft. and retail gap information of interest to retailers.*

ACTIVITY 2

Site Finder: *Create and maintain electronic inventory of key retail properties available with location, size, price, traffic, nearby anchors, etc.*

ACTIVITY 3

E-Newsletter: *Provide quarterly fact-filled updates on new leases, store openings/expansions, upcoming projects, and community retail events.*

ACTIVITY 4

Broker Roundtable: *Host quarterly breakfast meetings with the retail brokerage community to stay abreast of and help respond to market opportunities, issues and trends.*

ACTIVITY 5

Retail Visitation: *Meet annually with Sugar Land's top retail sales tax generators/anchors (and more frequently with First Colony Mall management) to anticipate revenue changes and assist with retention or broker assistance to address challenges and opportunities.*

Service 2: Community Marketing

Retail investor confidence and development-readiness are critically linked to community growth (housing and jobs), image, energy and destination attractions. In interviews and a recent focus group, Sugar Land brokers urged the City Economic Development team to stay focused on these strategic opportunities in providing a strong foundation for retail retention and expansion.

ACTIVITY 1

Retail Economic Impact: *Create a parallel community education and awareness program depicting the positive economic impact of shopping locally versus taking out of town. EX: sales tax/property tax revenues, salaries and wages, community infrastructure, goods and services and overall quality of life.*

ACTIVITY 2

Retail Event Promotion: *Support and expand promotions to increase Sugar Land event and destination traffic and thereby, increase retail sales.*

Service 3: Retail Attraction Support

As the retail vacancy rate rises and more big box space becomes available, it is imperative that the public and private sectors work together to fill the vacancies and target retailers that will be viable and sustainable in Sugar Land's high income, but value conscious marketplace. While the City of Sugar Land lacks the resources and capacity to lead retail attraction it is fortunate to have a large and savvy retail brokerage community to fill that role. Brokers need and want the City's help in conveying a positive

business environment through streamlined regulations, open communication and understanding the local consumer marketplace.

ACTIVITY 1

Permitting/Regulatory Support: *Act as liaison for a fast, efficient and flexible regulatory environment within City Hall.*

ACTIVITY 2

Broker Marketing Assistance: *Support broker marketing activity with promotional material and positive, credible 'business friendly' messages from the City for retail and ICSC conferences and other key networking events.*

ACTIVITY 3

Targeted Consumer Marketing: *Conduct a survey to better understand the consumer needs and community interests of Sugar Land's diverse ethnic groups.*

ACTIVITY 4

National Chain/Big Box Support: *Be 'on-call' to assist with and provide City support for targeted retail recruitment of community retail anchors and nationals.*

Service 4: Commercial Redevelopment Support

As Sugar Land attracts business to new high quality retail space, it must also be attentive to the condition and viability of established commercial centers. Sugar Land continues to grow at a rapid pace and commercial land is becoming scarcer, making it imperative that existing shopping centers remain competitive or redevelop into more productive uses. In addition, both within the community and beyond, smart growth development principles are being espoused that focus on 'live-work-shop-play' centers minimizing car trips and fuel usage. Several commercial centers/areas within Sugar Land are in need of significant refreshing or complete redevelopment including sections of the Eldridge Road corridor, frontage along U.S. Hwy 59 near Sugar Creek Blvd, and neighborhood center(s) at the SH 6 and Settlers Way Blvd intersection. During the January 2011 project work session with the City's Type A and Type B Economic Development Corporation Boards, it was decided that the City would support a market-driven approach to redeveloping commercial areas. Key steps for strategy implementation are highlighted below, recognizing that these strategies may need to be redefined as a result of an FY15 strategic project let by the Planning Department.

ACTIVITY 1

Redevelopment & Design: Promote sale/lease properties on the Economic Development website and generate redevelopment success stories.

ACTIVITY 2

Property Owner Support: Support property owners and managers to enhance and improve their properties which may range from improved access and parking to façade improvements. Continue to provide quick regulatory and planning response.

ACTIVITY 3

Marketing: Promote properties for sale or lease on City's Economic Development website and publicize Sugar Land's redevelopment success stories.

ACTIVITY 4

Anchor Development: Be 'on-call' to assist with and provide City support for attracting appropriate anchors for neighborhood centers and commercial corridors.

SERVICE LEVEL EXPECTATIONS

Program 3: Retail Program	
Service (Activity)	Service Level Expectation
Service 1: Information & Referral	
Activity 1: Demographic/Economic Trends	Generate 4 PDFs to include demographics, psychographics, sales per sq. ft. and retail gap information.
Activity 2: Site Finder	Create and maintain electronic inventory of key retail property.
Activity 3: E-newsletter	Generate 4 e-newsletters to provide new leases, store openings/expansions, upcoming projects and retail events.
Activity 4: Broker Roundtable:	Host bi-annual breakfast meetings with the retail brokerage community to stay abreast of and help respond to market opportunities, issues and trends.
Activity 5: Retail Visitation	Meet annually with Sugar Land's top retail sales tax generators/anchors (and more frequently with First Colony Mall management) to anticipate revenue changes and assist with retention or broker assistance to address challenges and opportunities.

Service 2: Community Marketing	
<i>Activity 1: Retail Economic Impact</i>	Create local retail impact analysis. Post on Shop Sugar Land and Economic Development websites.
<i>Activity 2: Retail Event Promotion</i>	Support and expand promotions to increase Sugar Land event and destination traffic and to increase retail sales.
Service 3: Retail Attraction Support	
<i>Activity 1: Permitting/Regulatory Support</i>	Act as business liaison.
<i>Activity 2: Broker Marketing Assistance</i>	Support broker marketing activity with promotion material distribution and attendance at ICSC conference and other networking events.
<i>Activity 3: Targeted Consumer Marketing</i>	Conduct survey to better understand community needs and interests of Sugar Land's diverse ethnic groups.
<i>Activity 4: National Chain/Big Box Support</i>	Be "on-call" to assist with and provide City support for targeted retail recruitment of community retail anchors and nationals.
Service 4: Commercial Redevelopment Support	
<i>Activity 1: Redevelopment & Design</i>	Promote sale/lease properties on the Economic Development website (2013 will have this information also available on the Shop Sugar Land website).
<i>Activity 2: Property Owner Support</i>	Support property owners and managers to enhance and improve their properties which may range from improved access and parking to façade improvements. Continue to provide quick regulatory and planning response.
<i>Activity 3: Marketing</i>	Promote properties for sale or lease on City's Economic Development website and publicize Sugar Land's redevelopment success stories and update monthly.
<i>Activity 4: Anchor Development</i>	Be 'on-call' to assist with and provide City support for attracting appropriate anchors for neighborhood centers and commercial corridors.

PROGRAM 4: COMPLIANCE AND MONITORING

PROGRAM SUMMARY

Compliance and monitoring program monitors, manages and enforces incentive, lease and development agreements which may include but not limited to managing interaction with other governmental entities, developers and private enterprise. Program responsibilities also include the Property Tax Assessor/Collector for the City. In addition manages the Contract Agreement Management software will be used to streamline the reporting and compliance management of the incentive, lease and development agreements.

Responsible staff: Compliance Manager

SERVICES AND SERVICE LEVELS

Service 1 Compliance and Monitoring

ACTIVITY 1

Agreements: Monitor, manage and enforce incentive, lease and development agreements. Assist businesses to ensure they are compliant by addressing issues. Analyze and process incentive payments for direct incentive and Chapter 380 agreements.

ACTIVITY 2

Abatements: Monitor and manage the abatements for agreement compliance and maintain the abatement roll off schedule. Assist businesses with active abatements to ensure they are compliant by addressing issues with the Fort Bend Central Appraisal District or other City departments.

ACTIVITY 3

City Resource for Council, SLDC, SL4B: Assist with the quarterly and annual reporting processes for the 4A & 4B Corporations. Assist with preparing and managing the yearly budgets for the department, 4A Corporation, 4B Corporation, and HOT fund.

Service 2 Property Tax Assessor/Collector

ACTIVITY 1

Truth-in-Taxation: Calculate preliminary property tax rate calculations and prepare the final calculation and notices to be published in the newspaper.

ACTIVITY 2

In-City MUD Rebates: Calculate and process the reimbursement rebate amount for the In-City MUDs for approval and issuance of the payment.

ACTIVITY 3

TIRZ Contributions: Calculate the contribution amounts for TIRZ #1, TIRZ 3 and TIRZ 4 and prepares information for Treasury to send a bill to the participating tax entities for payment.

ACTIVITY 4

Appraisal District: *Serve as the primary point of contact for the City for the Fort Bend Central Appraisal District Board of Directors elections and certified tax rolls.*

Service 3: Agreement Compliance Management

ACTIVITY 1

Monitoring Agreements: *Implement and manage the agreement management program. Monitors all agreements requiring reporting and performance obligations. Manage program coordination between multiple departments responsible for assigned verification roles. Provide quarterly and annual reports on compliance status.*

ACTIVITY 2

Assign Duties: *Assign duties in specialized fields to the appropriate internal departments and set schedule for identified tasks for each agreement. The internal departments are Budget and Research, Accounting, Legal and Risk Management.*

SERVICE LEVEL EXPECTATIONS

Program 4: Compliance/Monitoring	
Service (Activity)	Service Level Expectation
Service 1: Compliance and Monitoring	
<i>Activity 1: Agreements</i>	Monitor, manage and enforce incentive, lease and development agreements. Issue incentive payments in a timely manner.
<i>Activity 2: Abatements</i>	Assist businesses in a timely manner to ensure they are compliant by addressing issues with the Fort Bend Central Appraisal District.
<i>Activity 3: City Resource for Council, SLDC, SL4B</i>	Provide quarterly and yearly information in a timely and efficient manner for the 4A & 4B Corporations. Provide information for the budget in a timely manner.
Service 2: Property Tax Assessor/Collector	
<i>Activity 1: Truth-in-taxation</i>	<i>Provide updated preliminary certified tax roll totals to Budget and prepare the certified tax rate and publications based on the property tax code law.</i>

<i>Activity 2: In-City MUD Rebates</i>	Calculate and process the reimbursement for the MUDs according to the agreements.
<i>Activity 3: TIRZ Contributions</i>	Calculate the contribution amounts for the TIRZ contributions in March.
<i>Activity 4: Appraisal District</i>	Serve as the primary point of contact for the City with the Fort Bend Central Appraisal District
Service 3: Compliance Management System Process	
<i>Activity 1: Manage/Coordination</i>	Manage and coordinate compliance management software with multiple departments.
<i>Activity 2: Assign Duties</i>	Identify tasks for each agreement and establish deadlines for each agreement.

PROGRAM 5: CORPORATION ADMINISTRATION

PROGRAM SUMMARY

The Department has a broad range of administrative responsibilities. Corporation administration includes overseeing multiple boards & committees (4A, 4B, LGC, TIRZ #1, EDC) and assisting with preparation of budgets, coordination of agenda items, and the creation of quarterly and annual reports. The department is also responsible for agreement management for a multitude of incentive and development agreements as well as project management.

SERVICES AND SERVICE LEVELS

Service 1: Corporation Administration

ACTIVITY 1

Type A/Type B Corporation Administration: *Efficient and effective administration of the Type A and Type B Corporations. This administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.*

ACTIVITY 2

Economic Development Committee: *Coordination of meeting items and presentations for Economic Development Committee.*

ACTIVITY 3

Agreement Development / Negotiations: Project analysis, impact modeling, incentive recommendations and agreement negotiations for business relocations, development projects consistent with the City's objectives for diversification of revenue sources and destination attractions. Efficient coordination between entities and staff to insure a timely outcome and beneficial return from project. Monitor compliance with all lease, development and incentive agreements and initiate action when necessary. These include Type A / Type B contracts, chapter 380, tax abatements, and direct incentives.

SERVICE LEVEL EXPECTATIONS

Program 5: Corporation Administration Program	
Service (Activity)	Service Level Expectation
Service 1: Corporation Administration	
Activity 1: Type A/ Type B Corporation Administration	Meet established deadlines for submission of all items for the Type A and Type B Corporation meetings. Administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.
Activity 2: Economic Development Committee	Coordination of meeting items and presentations for Economic Development Committee.
Activity 3: Agreement Development/Negotiations	Develop and negotiate all lease, development and incentive agreements and initiate action when necessary. These include Type A / Type B contracts, chapter 380, tax abatements, and direct incentives, Marriott Hotel and Ballpark leases. Timely and efficient coordination of agreements. Manage process for review by appropriate committees and leadership prior to consideration of agreements.

PROGRAM 6: DESTINATION DEVELOPMENT: PROJECT & PARTNERSHIP MANAGEMENT

PROGRAM SUMMARY

To become competitive in the regional and state visitor industry, it is imperative that Sugar Land continue to plan and develop additional distinctive, high-quality attractions; attract tourist to these attractions, and have a retail marketplace that meets the needs of cultural vibrant community. Sugar Land has made good progress on developing attractions to draw visitors from outside the local

community. The Museum of Natural Science and the Sugar Land Skeeters/Constellation Field are unique destination attractions. Therefore, Economic Development is responsible for managing a number of strategic projects and partnerships to further develop Sugar Land as a destination.

SERVICES AND SERVICE LEVELS

Service 1: Management of Destination Partnerships

ACTIVITY 1

Management of Baseball Partnership: Partner with Sugar Land Baseball, LLC to implement the approved Lease Agreement in order to meet all obligations to create a financially sustainable minor league baseball stadium.

Service 2: Management of Strategic Projects

ACTIVITY 1

Management of Strategic Projects: Successfully manage the Office's strategic projects in accordance with the established schedules. The projects being led by the Office in FY15 include: Development of an External City Marketing Program, Implementation of Performing Arts Center Planning & Development, Planning for Possible Future Hotel Conference Center, Implementation of City Retail Study and Partnership with UHSL to Support Entrepreneurialism.

SERVICE LEVEL EXPECTATIONS

Program 6: Destination Development: Project & Partnership Management	
Service (Activity)	Service Level Expectation
Service 1: Management of Destination Partnerships	
<i>Activity 1: Management of Baseball Partnership</i>	Conduct monthly Advisory Committee meetings.
Service 1: Management of Strategic Projects	
<i>Activity 1: Management of Strategic Projects</i>	Successfully manage the Office's strategic projects in accordance with the established schedules.